

ROBERT E. CAMPBELL
100 ALBANY STREET, SUITE 200
NEW BRUNSWICK, NEW JERSEY 08901

September 27, 2002

Honorable James E. McGreevey
The State House
PO Box 001
Trenton, NJ 08625-001

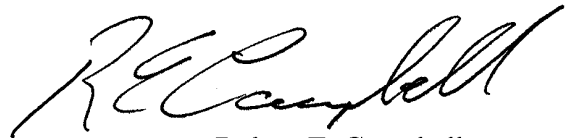
Dear Governor McGreevey:

New Jersey Commission on
Health Science, Education and Training

It has been an honor to serve with the outstanding members of the New Jersey Commission on Health Science, Education and Training and to participate in the Commission's sincere efforts to define a broad framework to enhance quality, competitiveness and synergistic focus.

This report, with which I am in full principal accord, is a beginning, not an ending. Continued strong leadership, commitment and foresight will be required to move these findings and recommendations forward. We must take advantage of not only the past extraordinary accomplishments of UMDNJ and its leadership, but also opportunities that have not been maximized, such as the pharmaceutical and related health industries in which New Jersey is the country's leader.

It is of fundamental importance that the State is a proactive initiator, not a reactor, in education and health, and I believe this report will stimulate the qualities of entrepreneurship and creativity that decentralization engenders.

A handwritten signature in black ink, appearing to read 'R. E. Campbell', with a stylized, cursive script.

Robert E. Campbell
Retired Vice Chairman Board of Directors
Johnson & Johnson

BBC Associates, L.L.C.
649 Lake Street
Newark, New Jersey 07104
(973) 482-9247 Fax (973) 482-9735

Barbara Bell Coleman
President

September 30, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
PO Box 001
Trenton, N.J. 08625

Dear Governor McGreevey:

As a member of the New Jersey Commission on Health Science, Education, and Training I am writing to lend my full and ardent support to the Commission's report. It is my strong belief that the recommendations, as outlined in this report, will not only further the tremendous accomplishments already achieved by the medical universities and facilities in our state, but in doing so, create a new paradigm for how universities, hospitals, and the communities in which they reside interact and prosper. A strong unified state university can deliver the highest education and health services, while allowing partner campuses to maintain their local autonomy.

After assessing the current status of medical and allied health care education in New Jersey the Commission has, with great consideration, put forward a series of recommendations. These recommendations have the potential to enhance the state's delivery of health education while significantly redefining the relationship between our medical and health care educational institutions and hospitals in New Jersey. While doing this, the recommended proposals have the added potential to strengthen the urban centers and communities of our state well beyond the walls of the university or the doors of our hospitals.

A new, unified state university (UNJ), as proposed in the Commission's report, will have an even greater impact on the health of our cities residents and the health of our local economies. The model proposed would continue to strengthen New Brunswick while breathing new life into Newark and Camden. Universities have the potential to be used as leaven to develop communities, as we have already begun to witness in Newark: In addition to greatly expanding the community's access to health care, UMDNJ has served as an economic engine for the city of Newark. Over \$190 million has entered the city for development of the Newark campus and an estimated \$7 worth of economic activity is created for every state dollar UMDNJ receives. Over 12,500 New Jersey residents are employed by UMDNJ, which has also played a vital role in such urban development endeavors as the revitalization of the University Heights area. These same benefits would be conferred upon Camden, as a state university would give each urban center a sense of identity, presence, and autonomy, all of which has been historically centralized in one area and has led, perhaps inadvertently, to the stunted growth of the partner campuses.

By building the foundation for a nationally reputed system more research money, more students, and more community interaction will lead to even greater economic investment in the community. Among other things a state university would stimulate investment in the infrastructure of our cities, encourage and even incubate small businesses, create more jobs and perhaps most importantly, foster an

environment of entrepreneurship, academic achievement, self-improvement and opportunity. And, while benefiting all three communities, a state university will enhance the quality of education and healthcare delivery and encourage more centers of excellence to be developed in universities and hospitals.

I would like to thank the other members of the Commission whose diverse experiences, breadth of knowledge, and commitment to the advancement of health education, delivery, and our academic institutions made this such a rewarding and enjoyable endeavor. It is my hope that our collective work will provide an opportunity for systemic change---not only for the health science and academic communities, but for the cities of New Jersey.

Sincerely,


Barbara Bell Coleman

Stony Brook University Health Sciences Center

Office of the Vice President,
Health Sciences Center and
Dean, School of Medicine

September 30, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
P. O. Box 001
Trenton, New Jersey 08625

Dear Governor McGreevey:

It has been a distinct privilege to serve on the New Jersey Commission on Health Science, Education and Training, especially as it was under the leadership of one of New Jersey's most outstanding citizens, Dr. P. Roy Vagelos. It was most inspiring to be charged by you to propose a structure for public higher education, which would bring New Jersey institutions to the top echelon, a position which is merited by the state's resources and enlightened population.

The commission has worked hard and has produced a set of recommendations which if implemented, will lay the groundwork for the dramatic advancement of New Jersey's public research universities. The report has my full and enthusiastic support.

The proposed structure will achieve at least two important goals. First, the integration of universities on a regional basis will allow for maximum cooperative efforts in both science and education, bringing critical mass to allow for "big science" and providing students access to the broadest experiences and best laboratories. Second, the proposal to deemphasize large central administrations will allow for the transfer of critical resources from bureaucracies to where they are most needed in support of education, students, faculty and researchers.

I hope you will agree.

Sincerely,



Norman H. Edelman, M.D.
Vice President, Health Sciences Center
Dean, School of Medicine

NHE:pm

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COLUMBIA UNIVERSITY
HEALTH SCIENCES DIVISION

EXECUTIVE VICE PRESIDENT FOR HEALTH AND BIOMEDICAL SCIENCES
AND DEAN OF THE FACULTY OF MEDICINE

September 30, 2002

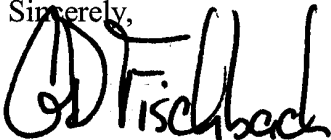
The Honorable James E. McGreevey
Governor
The Statehouse
P.O. Box 001
Trenton, NJ 08625

Dear Governor McGreevey:

I write as a member of the New Jersey Commission on Health Science, Education and Training to state my strongest support for the final Commission Report.

It calls for a campus-based system that is, in my opinion, essential if New Jersey is to move into the first rank in terms of research, training and patient care. The synergies that can be achieved immediately at each University campus are significant, and they will allow each one to move toward a new level of excellence. This bold plan will allow the individual University campuses to attract and retain the very best physicians, scientists and health science administrators. All of my experience at Harvard Medical School, Washington University Medical School, the National Institutes of Health and now at Columbia University indicates that the Commission has offered New Jersey an extraordinary, once in a generation, opportunity for renewal.

Sincerely,

A handwritten signature in black ink, appearing to read "G. D. Fischbach". The signature is stylized with a large, looped "G" and "D".

Gerald D. Fischbach, M.D.



195 Little Albany Street
New Brunswick, New Jersey 08903
Phone (732) 235-8064
FAX (732) 235-8094
E-MAIL: haitwn@umdnj.edu

William N. Hait, M.D., Ph.D.
Director, The Cancer Institute of New Jersey
Professor of Medicine & Pharmacology
UMDNJ/Robert Wood Johnson Medical School

October 2, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
P. O. Box 001
Trenton, NJ 08625-0001

Dear Governor McGreevey:

As Director of The Cancer Institute of New Jersey and Professor of Medicine and Pharmacology at the UMDNJ/Robert Wood Johnson Medical School, it was my privilege to serve on the New Jersey Commission on Health Science, Education and Training. I certainly had a unique perspective. I cannot tell you how fortunate we were to have put together a group of national leaders in American Medicine and Health Science Education. None of this would have been possible without your selection of Dr. P. Roy Vagelos as Chair; his leadership was inspirational.

I am proud to be part of UMDNJ and to have witnessed first hand the progress made under the leadership of Dr. Stan Bergen and Dr. Stuart Cook. Yet, I also realize that we have an extraordinary opportunity to catapult our universities to the highest echelons in the nation by following the recommendations thoughtfully prepared by the Commission. I fully support the findings and recommendations of the Commission and look forward to their acceptance and implementation.

Respectfully,

William N. Hait, M.D., Ph.D.
Director, The Cancer Institute of New Jersey
Associate Dean, Oncology Programs
Professor of Medicine & Pharmacology
UMDNJ/Robert Wood Johnson Medical School

WNH:kms

October 2, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
P.O. Box 001
Trenton, NJ 08625

Dear Governor McGreevey:

I am pleased to write in full support of the report of the New Jersey Commission on Health Science, Education and Training which you have received today. The individuals assembled by Dr Vagelos, at your request, to do this study and to produce this report were highly experienced, well informed, and wise individuals focused on helping the State of New Jersey develop a plan to move its health care learning institutions into the top rank of similar state-supported programs in the nation. I believe the report proposes changes which will greatly facilitate the achievement of this goal. In addition, full implementation of the recommendations would benefit all research-oriented higher education in the State.

I appreciated the opportunity to serve on this Commission with such a distinguished membership. Finally, Dr Vagelos' leadership was especially impressive and critical to the entire process.

Sincerely yours,


William N. Kelley, M.D.

WNK/bcw
(signed in absentia to facilitate delivery)



State of New Jersey
DEPARTMENT OF HEALTH AND SENIOR SERVICES

PO BOX 360
TRENTON, N.J. 08625-0360

JAMES E. MCGREEVEY
Governor

www.state.nj.us/health

CLIFTON R. LACY, M.D.
Commissioner

October 11, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
P.O. Box 001
Trenton, NJ 08625-0001

Dear Governor McGreevey:

As a member of the New Jersey Commission on Health Science, Education and Training, I write to offer my full support of the Commission's recommendations. It was a privilege to serve on this Commission under the leadership of Dr. P. Roy Vagelos.

The restructuring of the University of Medicine and Dentistry of New Jersey, New Jersey Institute of Technology, and Rutgers, the State University would significantly enhance New Jersey's health education system.

As a graduate of UMDNJ and Rutgers University, I am honored to be a part of their history and to be a member of the Commission that will positively influence their future. In my present and past roles as physician, faculty member of the Robert Wood Johnson Medical School, and as Commissioner of the New Jersey Department of Health and Senior Services, I am deeply committed to the future of health education in New Jersey.

The campus-based structure will encourage interdisciplinary interaction, foster faculty collaboration, promote basic, translational, and clinical research, attract top students and faculty, and enhance quality in education, research, and clinical care. This reorganized structure will achieve your goals to improve the quality of medical and health education in the State, to increase our institutions' national competitiveness, to provide for synchronization between education and health care, and to better serve the people of New Jersey.

Sincerely,

A handwritten signature in black ink, appearing to read "Clacy".

Clifton R. Lacy, M.D.
Commissioner

*Institute for Health,
Health Care Policy, and
Aging Research*

Office of the Director
30 College Avenue
New Brunswick NJ 08901-1293
732/932-8415 • FAX: 732/932-1253

September 27, 2002

Honorable James E. McGreevey
The State House
PO Box 001
Trenton, NJ 08625-0001

Dear Governor McGreevey,

I feel privileged to have served as a member of the New Jersey Commission on Health Science, Education, and Training. I conscientiously have worked with the Commission to understand the alternatives and their implications and I fully and enthusiastically endorse the Commission's recommendations.

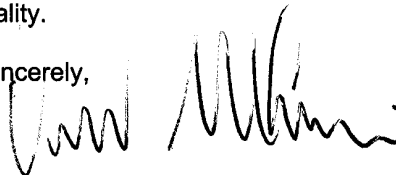
I have been a professor at Rutgers University since 1979 and I am deeply committed to the University and its future. Prior to that I was a professor at the University of Wisconsin-Madison from 1960-1979. I was the acting dean of Arts and Sciences in 1980 with the charge to oversee the development of the Faculty of Arts and Sciences in the reorganization of the New Brunswick colleges, and was the permanent dean from 1981-84. After that I developed the Institute for Health, Health Care Policy, and Aging Research at Rutgers which I still direct and have worked closely with many colleagues at UMDNJ and in the national medical community.

I am fully persuaded that the 3 University idea offers the greatest potential for higher education in New Jersey for the future. The joining of Rutgers and UMDNJ medical and health related schools at each location makes for a more effective educational enterprise at each site with appropriate missions suited to each university's strengths and locality. The combined university offers impressive opportunities for outstanding undergraduate and graduate students who will be attracted to the synergies made possible by combining the strengths of Rutgers and UMDNJ. Departments and research programs in many areas will become stronger. The best faculty, graduate students and undergraduate students will be attracted to enhanced university programs contributing to an upward quality trajectory. New opportunities will be available for undergraduate students to work with faculty and in laboratories throughout the entire campus. The potentialities and opportunities are exciting.

Having been closely involved in the New Brunswick reorganization two decades ago, I understand the complexity of the Commission's proposals and the challenges it poses to all of us. Combining two university systems is certainly more complex than bringing together the college faculties in New Brunswick. Thus, a careful implementation process and broad involvement of students, faculty, alumni and each community is essential. I also know, however, that the reorganization of Rutgers in 1980 set the stage for the enormous advances in quality and research productivity that have been evident over the past two decades.

After reviewing the Commission's recommendations I hope that students, faculty, administrators, alumni, and citizens of New Jersey come together to iron out inevitable differences of perspective and contribute to making this vision of excellence an exciting reality.

Sincerely,



David Mechanic, Ph.D.
Director, University Professor and
René Dubos Professor of Behavioral Sciences

October 9, 2002

James E. McGreevey
Governor, State of New Jersey
New Jersey State Statehouse
Trenton, New Jersey

Dear Governor McGreevey:

As a member of The New Jersey Commission on Health Sciences, Education, and Training, I strongly support the process, findings of fact and the recommendations developed by The Commission. As an individual member, I participated in the Commission's meetings, deliberations, and in one of the public hearings. The material made available to us by the administration and faculty of UMDNJ, the observations of students and community members, and the expertise of other panel members provided an extraordinary depth and breadth of information about higher education in New Jersey generally and the place of health sciences in universities in particular.

As a professional nurse and also as a member of the New York State Board of Regents involved in higher and professional education, I believe the broader and more holistic approach taken by The Commission in analyzing the data and framing the recommendations will serve higher education in the state in a very positive way. The recommendations recognize that higher education is closely integrated and that there is important synergy among arts and sciences, engineering, law, business, nursing and allied health and medicine. The structural and academic strength of each area housed in autonomous universities where administrators and faculty understand the state-wide strategies but develop individual areas of strength will give the new university energy and purpose.

The recommendations for the development of the Implementation Task Force should provide the process, dialogue and close examination of critical issues that will make the new university structure the right fit for the communities it will serve.

I was very pleased to be a member of The Commission and look forward to successful implementation of the vision.

Sincerely,

A handwritten signature in dark ink, appearing to read "Diane O. McGivern", written in a cursive style.

Diane O. McGivern, PhD, FAAN

Princeton University

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Princeton, New Jersey 08544

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September 30, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
PO Box 001
Trenton, NJ 08625

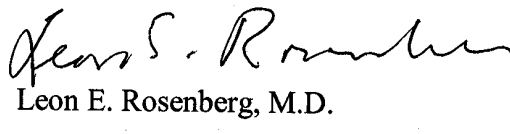
Dear Governor McGreevey:

I am proud to have been a member of the New Jersey Commission on Health Science, Education, and Training which you appointed earlier this year. I am proud, as well, to endorse fully the findings, conclusions, and recommendations contained in the Commission's report.

In my view the recommended reorganization of Rutgers and UMDNJ to create three regional universities – each with their own medical school – is a bold, sensible, and necessary approach. This reorganization will provide more campus autonomy, more research intensity, higher university standards, and more healthy competition than exists currently. If this fundamental recommendation is accepted and enacted, New Jersey will one day soon have a university system whose health science schools will be in the top tier of public institutions nationally. That would be a major legacy of your administration and a testament to your vision and leadership.

I am honored to have served.

Sincerely,


Leon E. Rosenberg, M.D.

THE
ROBERT WOOD
JOHNSON
FOUNDATION

September 30, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
P.O. Box 001
Trenton, NJ 08625

Dear Governor McGreevey:

As a member of the New Jersey Commission on Health Science, Education, and Training, I have participated this year in a review of the history, development, and performance of UMDNJ. I have also reviewed material on other academic health science centers that are currently functioning at the level to which academic medicine in New Jersey might aspire.

I have great respect and admiration for what UMDNJ has been able to accomplish the past 30 years. Nevertheless, it is my opinion that it will not be possible for the component parts of UMDNJ to achieve significant improvements in performance without a major reorganization. Based on my prior experience at three academic medical centers, most recently the University of California at San Francisco, as well as extensive exposure to scores of other such centers, I believe that locating the major loci of academic responsibility at the site of individual campuses provides the best way to achieve excellence. While local control does not guarantee excellence, it is an essential component of achieving it. Therefore, in the belief that the potential gains of such a reorganization outweigh the short and longer term costs, I support the Commission's report.

Sincerely,



Steven A. Schroeder, MD

SAS:sew

Office of the President and CEO

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October 2, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
PO Box 001
Trenton, NJ 08625

Harold T. Shapiro
*President Emeritus and
Professor of Economics
and Public Affairs*

Dear Governor McGreevey:

It has been a great pleasure for me to serve, together with a distinguished group of colleagues and a dynamic Chair, as a member of the New Jersey Commission on Health Science, Education, and Training. I fully support all the recommendations of the Commission not only because I believe they will strengthen education, research and the development of better clinical modalities in the area of the biomedical sciences and the associated professions, but because I believe they would improve higher education and opportunity in New Jersey, add to the economic vitality of the State, and in many other ways serve the best interests of New Jersey's citizens. Health care is an increasingly important part of the U.S. economy and an increasingly essential aspect of the quality of life of all citizens. Given New Jersey's tradition of leadership in our national life, it is time to ensure our leadership in this important arena. It is my belief that the recommendations in this report, if adopted and implemented, would put this state on an even faster track towards the achievement of this objective.

As I reflect on the Commission's work, I am especially impressed with the quality, dedication, imagination, and thoughtfulness of the Commission's Chair, Dr. Roy Vagelos. Moreover, the thoughtful contributions of the Commission's staff made our work easier and more effective.

Sincerely,



Harold T. Shapiro

HTS/mc



**NEW JERSEY
MEDICAL SCHOOL**

University of Medicine & Dentistry of New Jersey

Office of Education

September 30, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
PO Box 001
Trenton, NJ 08625

Dear Governor McGreevey:

I would like to take this opportunity to thank you for inviting me to serve as a member of the New Jersey Commission on Health, Science, Education and Training.

My entire education has been based in New Jersey both at Douglass College and UMDNJ-New Jersey Medical School. I state this because I consider my education an excellent one. I am particularly proud to say that UMDNJ has demonstrated an outstanding commitment to its community and the diversity of its faculty, staff and student body. These are values which I personally cherish and are the very reason I have remained here since 1976 as a student and now, more recently, as the Senior Associate Dean for Education. As a physician, I have also had the greatest fulfillment in caring for Newark's underserved community at UMDNJ-University Hospital.

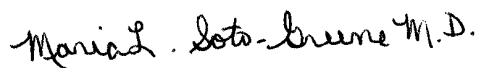
Given these experiences, I feel an even stronger sense of responsibility as a commission member to ensuring that the future would bring pride to the State of New Jersey through becoming outstanding in the education and training of all its students, and more specifically, medical students. We owe it to our citizens to provide the best and highest quality care through educating our finest. While we are there, the interviews, documents, and testimonials provided by key stakeholders revealed that we have the capacity to move from an "average" institution based on national rankings to an "outstanding" one. Although I realize that the possibility of change may produce concern I would like to stand beside my prestigious commission members and endorse the recommendations set forth in the report.

The proposed structure would move Newark to a level that it merits. As an individual involved in national projects, the Newark campus-based New Jersey Medical School and University Hospital have not attained the recognition they deserve. Although there is never 100% certainty what the future may hold, I trust that if the right infrastructure with three autonomous campuses is put in place the Newark community and the New Jersey Medical

School can readily demonstrate that we truly are excellent and can move to an outstanding level.

In sum, I would like to support the recommendations. However, it will be vital that your commitment to education be demonstrated through the necessary influx of educational dollars, growth of Newark, and strong support for our primary teaching hospital: UMDNJ-University Hospital. For in the long run, we all seek to benefit New Jerseyans and the nation by training outstanding clinicians and physician-scientists who will uphold the highest standards of care and research.

Sincerely,

A handwritten signature in cursive script that reads "Maria L. Soto-Greene M.D.".

Maria L. Soto-Greene, M.D.
Senior Associate Dean for Education



September 30, 2002

The Honorable James E. McGreevey
Governor
The Statehouse
P.O. Box 001
Trenton, NJ 08625

*An integrated
health care system
founded by
Brigham and
Women's Hospital
and
Massachusetts
General Hospital*



Samuel O. Thier, M.D.
*President and Chief Executive Officer
Partners HealthCare System, Inc.*

*Professor of Medicine and
Professor of Health Care Policy
Harvard Medical School*

Dear Governor McGreevey:

I am writing to confirm my support for the conclusions and recommendations of the Commission Report. To respond to your charge to assess the quality and competitiveness of health education in New Jersey and to pave the way for excellence, the Committee took an expanded view of medical education as a part of the broader universe of higher education. It seemed clear that the traditional content of medical education could be enhanced by interaction with many disciplines usually resident in the broader university and that many of those university-based disciplines would benefit from interacting with medical subjects. The move towards inter-disciplinary areas of research and education are evident in other leading institutions of higher education around the country. This movement suggested that the future of medical education and the future of higher education in New Jersey should be linked if the state and its universities are to compete with the premier institutions in the rest of the country. I therefore support the conclusion that medical education should be integrated into a larger university context.

Once one accepts that there are important advantages to integration of medical education into a university-base, the structural changes recommended seem a reasonable way to proceed.

Sincerely,

Samuel O. Thier, M.D.

SOT/pje